

23 JUL 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John H. Waller
Inspector General

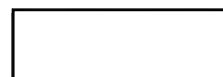
THROUGH : Deputy Director for Administration

SUBJECT : Unresolved Issue Arising from IG Survey of Office
of Personnel

1. Seven of the ten recommendations included in the report of the Office of Personnel Survey have been accepted by the Director of Personnel, in one case with a modification acceptable to the Inspector General. An important unresolved issue exists with respect to the remaining three recommendations, all of which are concerned with Position Management and Compensation Division (PMCD) functions.

2. There is general agreement about the existence and nature of PMCD-related problems and agreement about a number of steps to improve the situation. These include broadening the base from which PMCD manpower is drawn, improving the quality, understandability and acceptability of job classification standards and techniques, and improving PMCD's ability to service component needs promptly and rapidly. There is disagreement about how a serious remaining problem can best be solved. When differences between PMCD recommendations and managers' organizational plans cannot be settled by negotiation--a not infrequent occurrence--the difference remains unresolved. This leads to de facto organizations that differ significantly from their official authenticated staffing complements, to excessive use of mechanisms such as personal rank assignments, and generally degrades PMCD's influence over actual organization structures and grades. The Director of Personnel and the Inspector General agree that the past absence of an effective appeal mechanism to bring such disputes to resolution is an important contributor to this problem. The Inspector General believes that divided responsibilities and authorities also contribute significantly: the Director of Personnel does not share this view.

3. The Inspector General's principal recommendation on this subject is quoted below. The other two recommendations, which reaffirmed the Director of Personnel's monitoring responsibilities and proposed



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ground rules for carrying out PMCD functions and for bringing important differences to the DCI (or DDCI) for decision, do not involve unreconcilable differences.

Recommendation No. 7 - That the DCI delegate to the Deputy Directors authority to authenticate staffing complements, requiring them to consider PMCD recommendations on position grades before effecting changes and to exercise this authority within their allocations of staff manpower ceilings, senior slots and average grade.

4. The Director of Personnel believes this action would degrade the quality and effectiveness of position management in the Agency and would generate adverse reactions from our overseers in the Executive Branch and Congress. He proposes an alternative solution as follows:

a. That the Director of Personnel continue to retain responsibility for conducting the position management and classification function and basic authentication authority for staffing complements.

b. That the Deputy Directors and Heads of Independent Offices, or a designated senior officer within their components, meet with and jointly review and discuss with the Director of Personnel any unresolved differences pertinent to PMCD findings and/or recommendations prior to final authentication of those portions of the staffing complements involved.

c. That any unresolved differences between a Deputy Director or Head of Independent Office and the Director of Personnel be fully documented and referred by the Director of Personnel, together with all pertinent documents, to the Deputy Director of Central Intelligence for final decision.

5. Your decision on this issue is solicited. The argumentation in support of the different viewpoints can be found in the attachments.

[Redacted Signature Box]

John H. Waller

Attachments:

1. OP Survey Report
2. OP Response
3. IG Response

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